Michigan's Technology Future

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"We are moving to a new wave of IT-enabled change...

While the old wave changed how we distribute services, the new wave changes the entire value chain and integrates service delivery and other work across program boundaries. While the old wave involved the 'customers' of government and the builders of infrastructure and portals, the new wave involves all government workers and their business partners."

-Jerry Mechling, Faculty Chair
Harvard Policy Group on
Network-Enabled
Services and Government

The fifty-one year history of information technology (IT) in Michigan, as well as the 2008 IT plan, are a prologue to new public values, to a new IT. The new IT is more than technology; it encompasses the strategic use of information with the integration of processes and relationships.

Michigan's IT history, graphically depicted in the timeline below, demonstrates that Michigan's state government can and does support, enable and increasingly drive public service and government operations. It does so at a pace that fully engages available solutions in a timely, efficient and effective manner.

This engagement and sustained level of maturity and agility has been the result of deliberate, planned actions. Michigan IT has historically anticipated the challenges, necessary solutions and the changing nature of public values, business models, relationships, technology delivery platforms and information and technology itself.

Today, the shape of IT continues to change. As Gartner, Forrester Research, the Center for Digital Government, the Harvard Kennedy School's Leadership for a Networked World and others have noted, in the future, IT will be even more transformational. IT leadership may not necessarily reside within the IT organization and different stakeholders will participate under different rules.

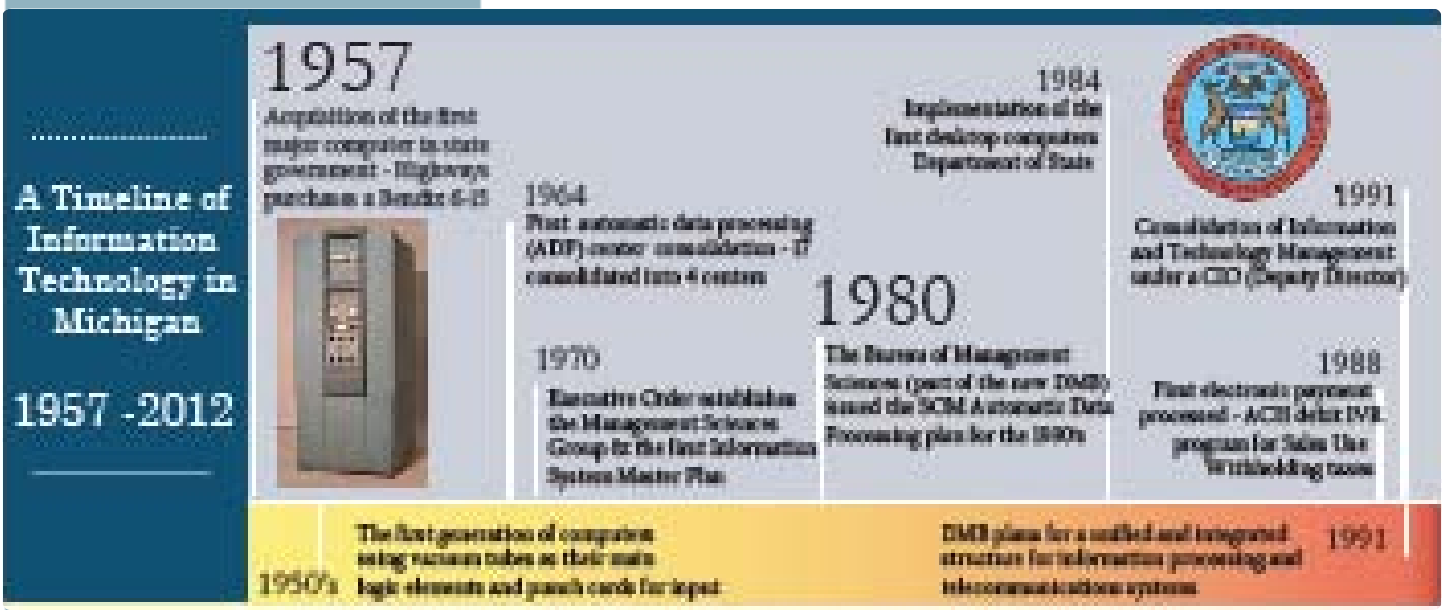
Michigan's IT planning process and management will continue to anticipate the evolution of IT and further recognize that our future is not just about technology, but also involves information, business process and public values.

Overview

Principles and Desired Future State

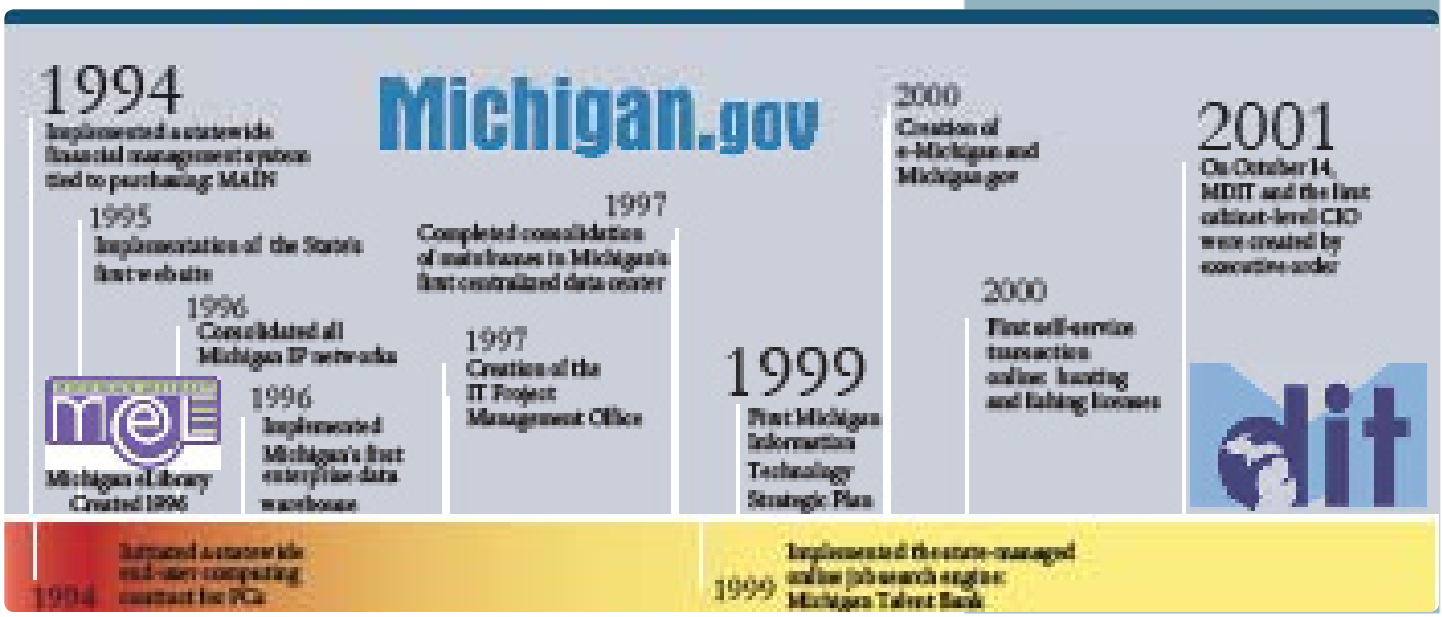
Over the last six years, and through two IT Strategic Plans, Michigan's IT has reached a level of maturity and capability where it is possible to both meet existing commitments, as well as begin addressing some of the historical structural challenges facing the state and the evolution of IT potential.

To tap into this potential and address gaps, a set of driving principles were created to assist with the development of the 2008-2012 Michigan IT Strategic Plan. These principles not only guide the development of strategies that support and bridge the six IT plan goals (See Figure 4) and represent action steps, they also define the desired future state.



They are as follows:

- Effective and Efficient Customer-Based Operations and Services: Continue optimizing core service delivery, facilitating and simplifying access to government and the services it provides as well as improving efficiencies and reducing costs
- Performance, Accountability and Public Value: Ensure public value through alignment among state policies, citizen service and agency business needs. Provide accountability and high-performance service delivery through best practice performance management
- Privacy, Security and Public Trust: Ensure public trust through providing optimal levels of security, citizen privacy and disaster avoidance and mitigation
- High-Performance Workers and Workplace: Develop and maintain a high-performance workforce and workplace, capable of supporting current service needs and meeting or exceeding future requirements
- Agile Management and Infrastructure: Deliver fundamental process, service delivery, platform and infrastructure changes as they are needed
- Shared Solutions, Standards and Flexible, Open Boundaries: Maximize sharing solutions, services and infrastructure within the enterprise, other levels of government and the private sector, moving toward compatible, shared standards
- Maturation and Modernization of Solutions: Ensure sustained modernization of a comprehensive range of solutions and technologies with high performance or transformational potential that are suitable for connecting tiers of government, public and private sectors and improving performance and customer service
- Innovation and Transformation: Develop an expectation, culture and capacity for innovation and transformation of government. Shift from a support and enabling role of IT in service and business processes to a driving role, providing leadership and serving as a catalyst in business process and organizational change



IT Strategic Plan Structural Changes

Engaged, Agile Goals, Strategies and Initiatives for 2008-12

In order to meet the above challenges and opportunities, Michigan is enhancing the goal foundation of its 2004 and 2006 plans. Selected strategies and initiatives have been strengthened or restructured and a new goal has been added.

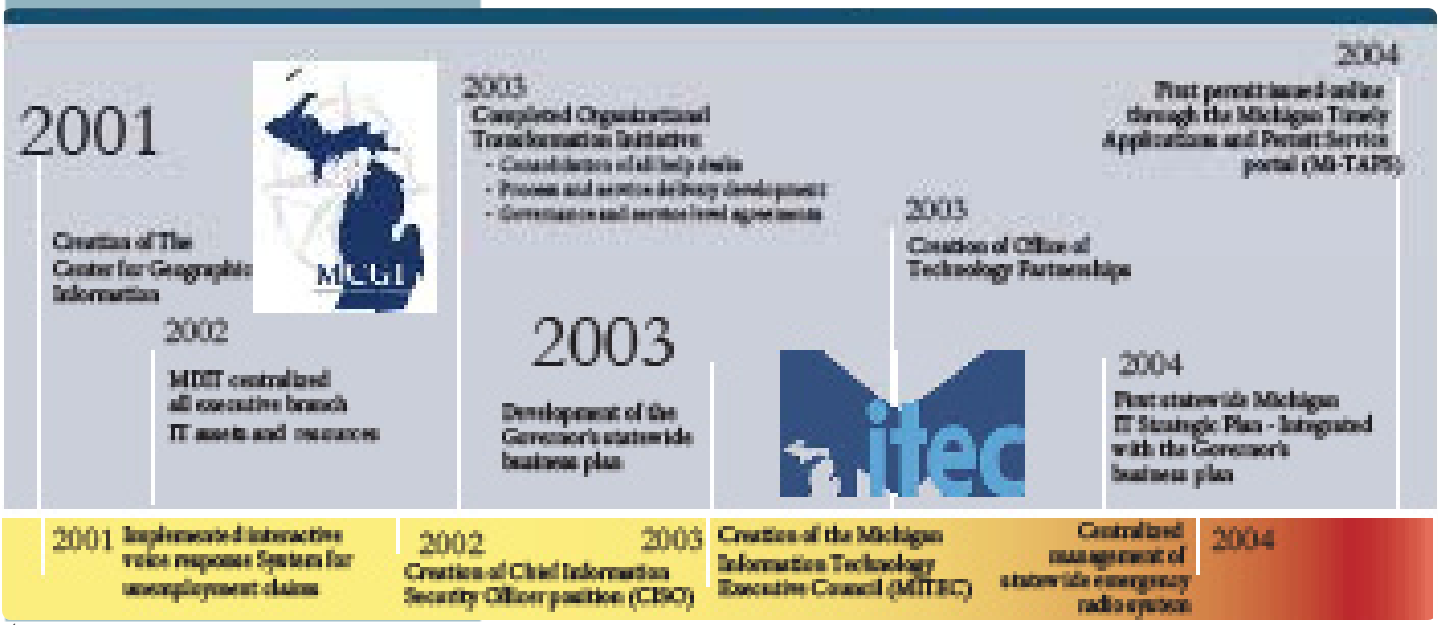
- Goals 1-3, supporting core services (Access, Service, IT Management and Infrastructure), have been refined with a greater emphasis on responsiveness and accountability to customers, shared services, aligning front- and back-end management of processes and enabling agile management capabilities
- Goal 4, high-performance workforce and workplace - based on its support and enabling role for all of the other goals, efforts around the workforce have been restructured and elevated in priority
- Goal 5, cross-boundary solutions, contains restructured strategies and is closely integrated with Goal 2, shared services
- Goal 6, innovation and transformation, is a new goal, driving innovative services and processes to transform Michigan's government service

Process Changes

This portion of the document describes the changes in the planning process and values that will be required to transform Michigan IT. These include:

- A four-tiered, baseline assessment focusing on policies and principles, strategies, operations and performance
- Expansion of engaged issues and public policy, social, business and technology solution options
- A new, Michigan solution and implementation framework actualizing and implementing strategic action engendering new public sector, business model and IT values

Goal 6 of the Michigan IT Strategic Plan–Innovation and Transformation–was explicitly designed and developed to support and drive change and change management through IT and process redesign.



Aligned with Michigan's Cabinet Action Plan and the Government Process Improvement Initiative, Michigan's IT innovation and change initiatives will address the challenges and opportunities identified through:

- Report of the Michigan Governor's Emergency Financial Advisory Panel
- Report on "Government and Business Process: Opportunities for Improvement," Michigan's Government Process Improvement Initiative (GPII)
- 2008 Government Performance Project Best Practices, Pew Center on the States
- Michigan Legislative Commission on Government Efficiency

New Values, New Strategies: The Next IT

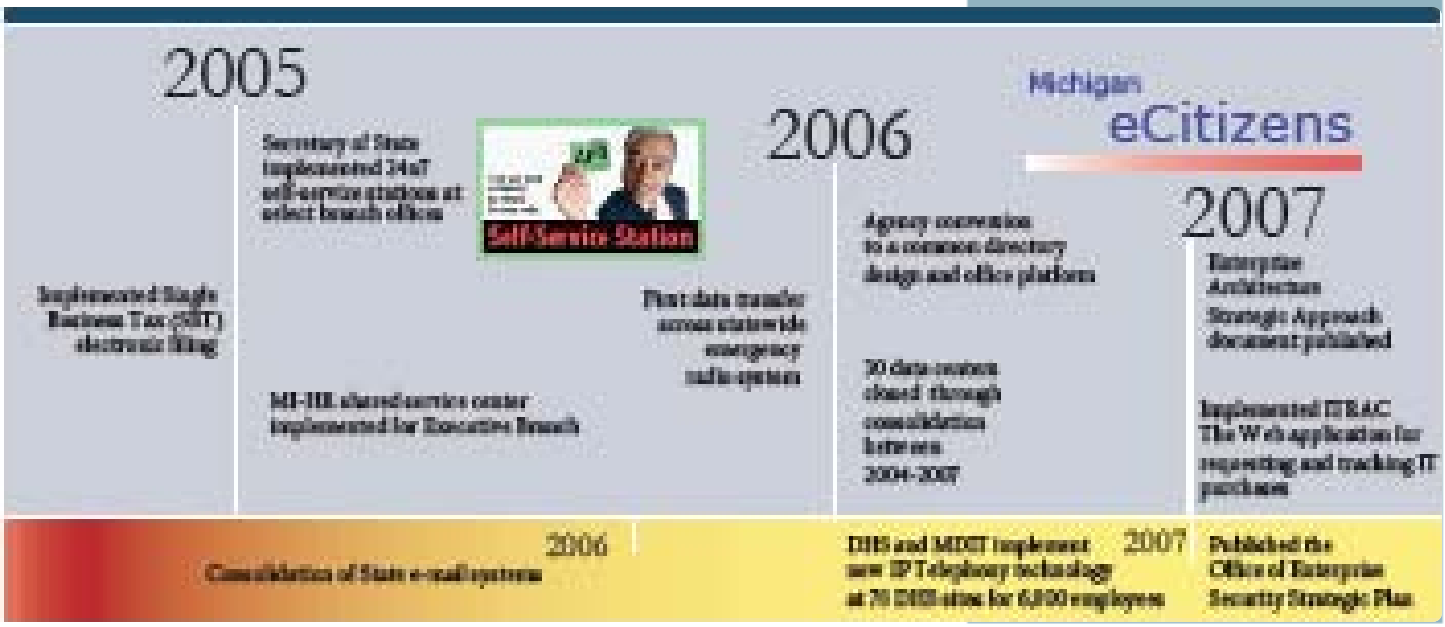
As noted above, IT in Michigan is reaching a level where it is possible to meet and exceed existing commitments, challenges and potential. In order to fulfill this promise–beyond the action steps discussed above–we also need to realign key principles and strategies and change management goals and practices.

The guiding principles listed above will not only drive the development of strategies that support and bridge the six IT plan goals and represent action steps, they also define the desired future state. Provided below are examples of how the principles will be operationalized and embody both process as well as outcome changes.

Full Digital Government Maturity

Transition digital government from enabling services to driving IT-related processes and services by strengthening functional capabilities and utilizing maximally effective and efficient IT solutions in all key issue, service, organizational and operational areas.

- Strengthen or implement functional capabilities that help drive the transition to full digital government maturity. Such functions include, but are not limited to, operations, policy, sourcing, applications, customer support, portfolio and investment management.
- Support and enable services with government and among customers, increasing the number of shared IT and IT-supported services in Michigan state government, and use a larger proportion and number of the available range of effective IT solutions
- Maintain standards and maturity through proactive and sustained update, acquisition and use of global best practices. This includes public and private sector "high and transformational benefit solutions," including management and operational processes emerging over the immediate 5-year horizon.



Opportunities and Pressures Driving IT Solutions

Social, Economic and Demographic Issues and Opportunities

- Globalization and the new economy
- Michigan structural change issues
- Demographics
- Fiscal pressures
- Privacy and security threats, disaster recovery
- Consumerization of IT and role of individual, social networking
- Sustainable resources

Public Value

- Gubernatorial, legislative, judicial and administrative requirements
- Support and enable agency, customer business needs
- Governing by network, not hierarchies
- Strategic, transformational role of information technology

Transformation of Government

Establish government transformation as a goal and outcome; changing not only processes and solutions but what public policy, public value ends and outcomes are possible. For Michigan, this planned transformation refers to a deliberate and systematic effort to support, enable, drive and sustain changes in internal and external government operations and services, including decision-making, governance processes, goals and constituent participation.

Strategic Process and Change Management

Provide leadership, direction, support and brokering capabilities for government-wide process design and redesign, improving the effectiveness and efficiency of government services. This also entails making planned, structured changes in organizations, processes and/or technologies and attention to necessary changes in culture, values, people and behaviors.

Maximizing Information, Knowledge and Intellectual Capital

Utilize data, information, knowledge and intellectual capital as a strategy, input and process enhancer at the enterprise and cross-boundary level. This represents a shift from a focus on information technology (IT) to the inclusion of information, communication and technology (ICT) in Michigan's IT mission, strategies and actions.

- This is both a strategy, driven by customer needs, and a device, shaped by technology, for handling and making the most of information.
- Value enhancements include: processing, gathering, manipulating and organizing data in a way that adds to knowledge, performance assessment, decision-making and the human/computer interaction.

Michigan Gap Assessment

Michigan's IT strategy is derived through a far-reaching and systematic analysis of current needs and opportunities, as well as projected future requirements and capabilities. Looking at both the immediate and longer-term, the gap analysis looks at whether Michigan IT is keeping its commitments and promises and what is required to meet challenges and opportunities.

Best Practice Baseline Capabilities (2006-2008): Is state government and Michigan IT consistently delivering on the basics?

MDIT currently is one of the most advanced and effective states in its IT policies, strategies, management practices and services. It is a national leader and model in several areas, including alignment with gubernatorial policies and strategies, performance management and reporting, statewide strategic planning, a highly cost-effective centralized enterprise approach, shared and cross-boundary services, management and use of information and selected service delivery areas, including the state portal. Building on these strengths, Michigan is prepared to take the innovative and transformational steps described in this plan.

Sustainable Near Future (2008-2010): Are we proactively using the most effective means, the best practices and maximizing our opportunities?

Michigan IT has the capability to deliver on its current commitments as well as those in the near future. In many areas it has and will continue to exceed national standards and represent a best practice model. However, a number of opportunity gaps need to be addressed to ensure effective and improved service delivery, and continue to meet standards of excellence into the longer term. These include:

- Full integration and linkage of guiding principles across all goal areas, including: shared and cross-boundary services, performance management and accountability
- Strengthened and new strategies for addressing near future needs
- An adequate management and governance framework for the challenges of today and tomorrow
- A mature, modern, best practices scope of solutions, including new initiatives

Engaging the Future effectively and now (2008-2012): Are we leaning into, defining and effectively engaging future needs, challenges and opportunities?

Bold, sustained commitment and changes are needed to address the intermediate and longer-term future. The implementation steps for this plan involve a four-step process. These require innovative and transformational changes in policies and strategies, management and operations, as well as in service delivery.

Trends, Issues and Opportunities

Global, National and Michigan

The global and national drivers and disruptive trends discussed in the 2006 IT Strategic plan such as knowledge capital, economic transformation and network structures continue to drive change. However, selected economic, social and policy issues have become greater priorities nationally and in Michigan, including long-term domestic challenges such as increasing dependence on oil imports, growing global competition, structural changes in the economy, accelerating climate change and rising health care costs. At the same time, there are also emerging opportunities such as Web and Government 2.0, Wikinomics, sourcing and alternative service delivery, shared services and cross-boundary solutions.

Available, Best Practice Solutions and Strategies

The Michigan solution and implementation framework is based upon available ,best practice solutions and strategies.

Public Values, Policy and Business Processes

There are several values and trends that require particular attention. They are associated with changes in IT within and outside the IT organization, involve all phases of the value chain and a growing range of stakeholders and partners. According to Gartner research, Changing Shape of IT series (2008), elements changing and presenting new opportunities include business changes, process improvements, information management, operational technology, hardware, software and other tools.

Opportunities and Pressures Driving IT Solutions (Cont.)

Business Models

- Workforce and workplace
- Alternative acquisition and delivery models

Technology

- Extensive legacy infrastructure and solutions
- Rapid, broad-based evolution of new technologies and solutions
- Flexible, open platforms, architecture

"Michigan has one of the most sophisticated information technology operations in the country and has used IT to gain efficiencies in a variety of areas -streamlining processes and saving the state money."

Neal Johnson, Director
Government Performance Project

Business drivers include:

- Expanded, more flexible business platforms
- Integration of enterprise architecture, innovation and transformation
- Collaboration outside of the enterprise
- Greater role for performance management, accountability and metrics
- Architecture and business process improvements
- Business ecosystem impacts
- Strategic information management

Forces accelerating technology include:

- Utility computing, software as a service, IT operations and sourcing futures
- Relationship between EA and Web 2.0
- Enterprise architecture (not just for IT organizations)
- The future of search and e-discovery
- Social network influence on technology adoption
- Managed technology diversity
- Central role of data warehouses

The following trends refer to the role of IT, not necessarily IT organizations as they are currently configured:

- It will increasingly be seen as a driver of business and process change.
- The focus of IT is continuing to shift from the "T" to the "I"
- IT leadership, policies and management direction may originate from several sources, some external to IT and involving new partners
- IT service delivery platforms will be more open and flexible and involve multiple external partners
- IT organizations will focus more on managing IT service delivery and sourcing than being direct providers of services
- Alternative acquisition and delivery models: Pay for outcome of technology, not ownership, and alternate sourcing models
- Agility in management capabilities is required both because of the changing nature of IT as well as the asymmetrical nature of the change factors

Technology

Several business process, technological and social solutions are in the forefront with potential for exceptional service improvements. Some are short range (less than two years) others are intermediate range (two to five years) and longer (5 to 10 years). Solutions or solution groupings may have a focus on driver or service areas, including business, societal or technology itself (See Figure 1). In addition to broad solution clusters such as Web 2.0, social computing and mobile and location-aware services, solution focus areas-discussed in Appendix D and the "Technology Solutions" highlighted in the main body of the plan under each of the six goals, Michigan will also systematically begin to track, assess, target, plan for and manage technology solutions (See Goal Six targets in Appendix C).

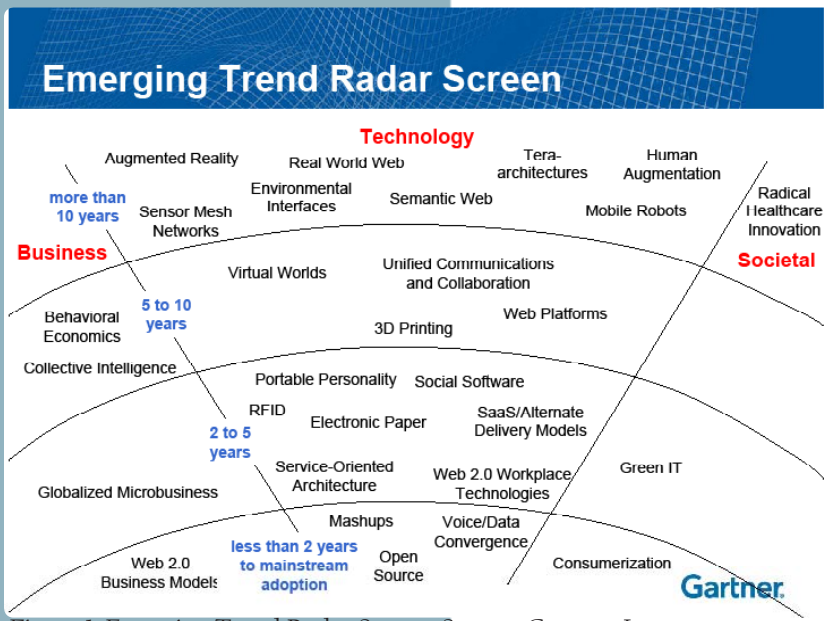


Figure 1. Emerging Trend Radar Screen. Source: Gartner, Inc.

The range of solutions under initial screening is extensive, and includes both solutions that are mature or approaching maturity, as well as those that are several years from mainstream adoption. A strong emphasis is placed on solutions that have either potential for high or transformational benefits, as well as solutions for cross-boundary partnerships and service relationships and process and design change opportunities in areas outside of IT.

Transformational Benefits

Two to Five Years

- Mashups are used to integrate content or functions from multiple sources and present easily understandable items of interest. For example, merging geographic data, map images and real-estate locations may be a real-estate site's offering.
- Radio Frequency Identification in Government: tracking of assets, loss prevention, inventory management, rail transportation, logistics, toll payment, traffic management and transportation.
- Wikis impact ad hoc collaboration, software documentation, simple project management, general information sharing, group authoring, content management, Web site management, research and development, and idea exploration. In government, they can be a particularly useful tool to support policymaking and to accelerate cooperative tasks in the area of disaster management.

Five to Ten Years

- Business Process Management in Government: Increased process agility and where process outcomes depend equally on coordinating human interactions, system-automated actions and information flows. Customer-facing or business-partner-facing processes are common candidates.
- Cross-Agency Case Management in Government: Case management tools provide greater insight into the needs of customers/citizens for all service providers within government or for those who provide services contractually. The major human services programs affected include cash assistance, medical assistance, child support, homeless services, community referral, child welfare, workers' compensation, unemployment compensation and veterans' benefits.
- Service-Oriented Architecture: Typical modularity of SOA at the level of business semantics modernizes the entire field of enterprise software. It changes the practices of software sales and pricing by independent software vendors and causes an internal reorganization of enterprise IT. Government organizations can expect a more-responsive IT organization, and should look for new opportunities for collaboration and integration among different departments and tiers of government, as well as with intermediaries.

High Benefits

Two to Five Years

- Advanced Analytics in Government: Predictive analysis, trend analysis and scenario evaluation, as well as where analytics are needed to identify associations and sequential patterns. In addition, advanced analytics can be used to examine the potential impact of new policy or operational changes, and can be influential in gaining decisional/resource support for new mission activities
- Customer Data Integration Hubs: Integrates established systems and provides a trusted, accurate, up-to-date, single view of the customer across the enterprise. Potentially will have a high business impact in terms of improved customer relationships, revenue opportunities, cost savings, risk mitigation and regulatory compliance.
- Enterprise Instant Messaging: Provide relief for 311 phone lines (and possibly 911/999 calls as well) and can lead to increased citizen interaction and satisfaction. Message processing systems can ensure that pertinent messages are kept for compliance purposes and that security protocols are not violated.
- Location-Aware Applications: Provide information or support based on the actual geographical location of a person or asset in real time. Applications can be deployed in field force automation, fleet management, logistics and good transportation in sectors such as government, healthcare, utilities and transportation.
- Social Network Analysis: Better identify constituent needs, trigger and support policymaking activities and gather feedback about government services.

Five to Ten Years

- Open Source Public Sector Vertical Applications: Online tax collection, property tax management, vehicle registration, e-learning, small authority and school administration (including financial management) and election result management.
- Whole of Government Enterprise Architecture: The role of EA is key to determining which IT investments are required by a government transformation program. EA also provides the basis to implement a whole-of-government portfolio management process. EA plays a crucial role in sustainable government transformation, because it provides the basis for different agencies and departments to engage toward a common transformation goal.
- XML in Government: Help reduce costs and improve the quality of content management, information access, system interoperability, database integration and data quality.

Excerpted from "Hype Cycle for Government Transformation, 2007, Gartner Research, July 11, 2007

The following categories of anticipated activity, and those described on the previous page, are based upon research by and analysis conducted with the Gartner "Hype Cycle for Government Transformation, 2007" by Andrea Di Maio, et al., dated July 11, 2007; the Gartner "Summarizing the Changing Shape of IT and Its Implications" by John Mahoney dated April 11, 2008; and also Forrester's "IT and Business Trends 2008 – Prepared for the State of Michigan" by Bobby Cameron, dated May 6, 2008.

Cross-Boundary Potential

A number of mature or maturing solutions and technologies, and solutions with transformational or high-performance potential, are also suitable for connecting tiers of government, public and private sectors or improving performance and customer service. Potential areas for review, assessment and implementation include:

Government Tiers: Service-Oriented Architecture, Enterprise Information Management, Federated Identity Management, Business Process Management, Extensible Markup Languages, Packaged Enterprise Resource Planning (ERP), Open Source Business Applications, and Vertical Applications.

Public and Private Sectors: Web Service-enabled Business Models, Public Semantic Webs and Security and Privacy Solutions

Improved Performance and Customer Service: Packaged Customer Relationship Management (CRM), Content Management, Location-Aware Applications, and Voice over Internet Protocol (VoIP)

Provided in Figure 1 is an at-a-glance reference of the various levels and timelines for anticipated technology maturity spanning across business, technology and societal needs.

Michigan Solution and Implementation Framework

Implementation of the plan requires a viable, sustainable and innovative action framework. The implementation framework builds upon existing strengths and accomplishments and addresses challenges and opportunities driven by national and global trends, as well as challenges specific, perhaps unique to Michigan. It provides a Michigan IT service and government transformation map and systematizes enabling tools. Selected examples of principles, guidelines and tools under the framework include:

Fully-Integrated Hierarchy of Solutions

Examples and changes from 2006 to 2008 Plans

Solutions vary by level and combination of actions. New issues may be targeted, new principles developed. Goals and strategies may be modified, added or deleted. Operations may be changed, and program and project performance management and tracking upgraded.

Engaging Issues and Trends: Developing Policies and Principles

In addition to continuing to address and engage issues and drivers discussed in the 2008 Michigan IT Strategic Plan, a number of issues are receiving greater emphasis and new ones are being addressed. These issues include societal, public policy, business model and technology changes, and may be external or internal to government or the IT function or organization.

Strategies

Strategies have been modified or added to better involve customers, enable and drive a high performance workforce and workplace, create agile management processes, modernize solutions and technologies, better coordinate state agency and external sharing of services, make strategic use of information, establish innovation as a strategy and capability or drive the transformation of services and government. All five 2006 IT

Plan goals have been refined and realigned and a new goal on innovation and transformation added.

Performance

Monitoring, accountability systems have been strengthened or will be expanded. New systems are under development such as;

- e-citizens site refined
- Expand CAP metrics
- SWOT analysis conducted with agencies and leadership
- Statewide IT Survey
- MiPlan expansion and upgrade
- Create a Michigan Accountability Portal

Implementation Framework

The implementation framework builds upon existing strengths and best practices, addresses current as well as opportunity gaps, engages global issues and addresses priorities specific to Michigan.

Build Upon Existing Strengths and Best Practices

Gubernatorial leadership; CAP alignment, MiPLAN, strategic role of IT in Michigan; integrated planning process; centralized enterprise authority; cross - boundary relations; strong customer, agency and shared service relations; establish a change management process; implement basic technology assessment capabilities and sound and successful experience base.

Address Current as well as Opportunity Gaps

Address performance and investment management maturity; portfolio and project management; innovation and technology management capabilities; enterprise architecture and interoperability refinement; infrastructure consolidation; human capital management; upgrade the Michigan portal

Develop Crosscutting Principles not only to guide the development of strategies that support and bridge the IT plan goals, but also represent action steps, and help define the desired future state. These principles address two core purposes:

Ensure Core Services, Accountable Management and Performance
Sustainable Near Future

- Effective and Efficient Customer-Based Operations and Services
- Performance, Accountability and Public Value
- Privacy, Security and Public Trust
- High-Performance Workers and Workplace

Enable and drive Innovation, Change and Transformation of Government
Intermediate Future

- Agile Management and Infrastructure
- Shared Solutions, Standards and Flexible, Open Boundaries
- Maturation and Modernization of Solutions
- Innovation and Transformation

Develop Michigan IT Service and Government Transformation Map (Matrix) that identifies the dynamic roles of the principles in relationship to the goals and strategies, identifying the level of impact each principle has on each goal.

Michigan's Government Process Improvement Initiative (GPII)
Expected Benefits

- Streamline Permitting Processes
- Assure Uniform Application and Interpretation of Code
- One-stop shop for businesses
- Improve Communication between State and Businesses
- Enable Business Compliance with Rules/Regulation
- Enable Cross Agency Collaborative Thinking/Sharing
- Instill a Service versus Control Orientation
- Streamline Licensing Processes
- Institute Performance Management Practices
- Improve Communication between State and Local Government
- Clarify Brownfield Application and Certification Process
- Prioritize Technology Enhancements
- Enhance Skills Acquisition and Retention

Systematize Enabling Tools

- Develop Remaining Functional and Service Area Plans: Agency Service, Infrastructure, Workforce
- Systematize Major Solution Clusters
  - Organize strategic technologies both at the enterprise level as well as targeted to principles and goal areas.
  - Refine Michigan Technology Solutions
- Integrate Centers for Excellence: Create a Michigan Centers for Excellence Framework aligning individual Excellence and Competency Center goals, strategies, activities.
- Upgrade Accountability and Performance Tracking and Management Capabilities Metrics
  - MiPlan
  - CAP Metrics
  - Accountability Portal

Develop Innovation and Transformation Goal (Goal Six) strategies and initiatives to support two objectives, (A) achieving full digital government maturity and (B) transforming government.

Both objectives are supported by enabling strategies and initiatives, ranging from (1) back-office focused , process-centric changes and innovations to (2) front-office centered , people-centric initiatives. A number of these initiatives and processes also support IT Plan goals 1-5. See Figure 2 which illustrates Goal Six framework and selected strategies and initiatives.

Goal Area Initiative Overivew

	Process	Engagement	People
Maximizing Digital Government	• Shared Service • Shared Technology Infrastructure	• Location Aware Applications • Enterprise Mobility	• Citizen Engagement Tools • Mashups
Enabling Strategies & Initiatives	• Business Process Reengineering Center for Excellence • Enterprise Architecture Supporting Innovation and Transformation	• GAP analysis and work plan • Statewide Performance and Diagnostic Metrics • Michigan Innovation and IT Advisory Board	• Develop two-way customer needs identification process and program
Government Transformation	• Business Application Modernization (BAM)	• Align to statewide goals and objectives • Use and drive best practices • Business process reengineering	• One-stop Business Portal • 800 MHz Radio

Figure 2 – Goal Area Initiative Overview

Successfully Engage Global and National Issues

Some of the global drivers and levelers that need to be addressed include: Role of information, knowledge, intellectual capital; requirements for new customers and workers; effect of connectivity, data mining, knowledge pools on innovation; information, communications and technology and economic competition; full range of benefits and challenges of sourcing options and tradeoffs, including strengthening in-sourcing potential at the local level; flattening of hierarchies through governing by network, and others.

Address Priorities Specific to Michigan

- Cabinet Plan and Statewide Issues: Provide IT support to the Cabinet Plan and agency business plan priorities and strategies, both by strengthening existing initiatives as well as by identifying new opportunities
- Structural Challenges: Maximize strategic role of IT in Michigan, partnerships with Pew and A.T. Kearney, Inc.
- Develop Signature IT Initiatives: Provide issue assessment, solution and process design and IT support for selected flagship issue areas such as economic development, health care education.

As depicted in Figure 3, today's technology is built not only to answer technology needs but to deliver on business objectives.

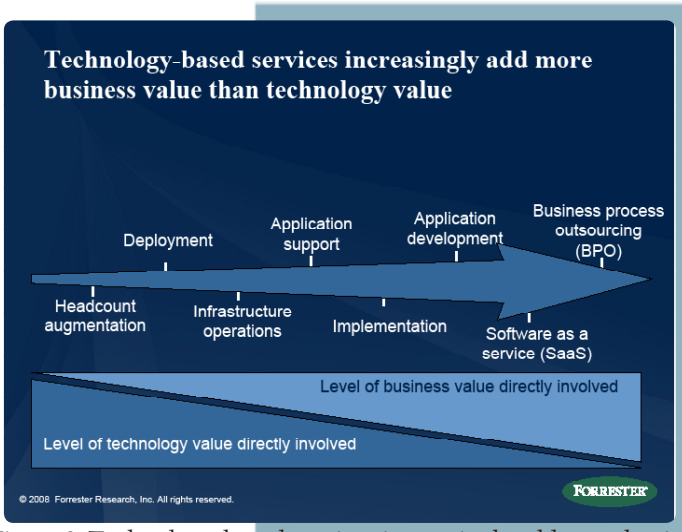


Figure 3. Technology-based services increasingly add more business value than technology value. Source: Forrester, Inc., 2008

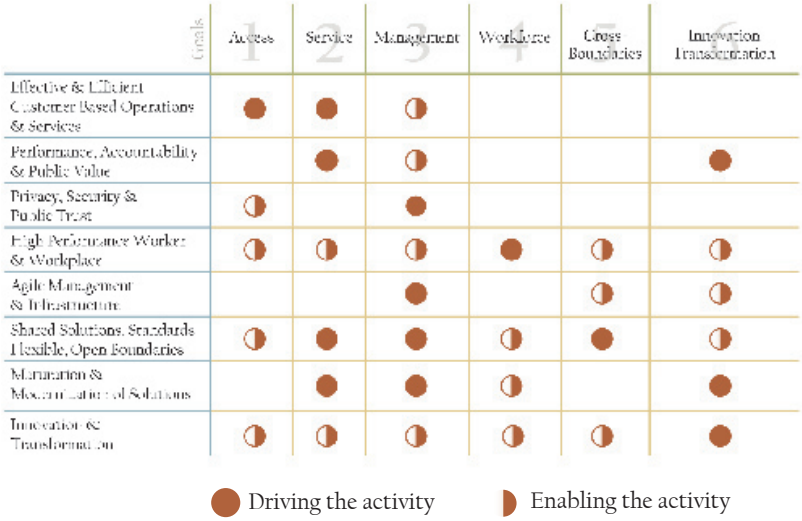
Michigan Strategy and Transformation Map

IT Service and Government Transformation

The Michigan Strategy and Transformation Map recognizes the requirements for maintaining existing commitments, need for innovation and transformation, necessity of a high performance workforce and workplace, the emergence of new values and the necessity for an agile management and infrastructure.

The strategy map is based on a framework of principles that bridge, integrate goals, strategies and initiatives and guides both the IT strategic direction as well as IT plan implementation. Each principle either supports, enables or drives a strategy or a goal area. The principles are derived from an assessment of solution and service need and demand factors, a gap analysis of the baseline and requirements for the immediate (0 to 2 years) and intermediate (3 to 5 years) future. The solution demand factors include social, economic, demographic changes as well as public policies, consumer and citizen needs, agency business requirements, available and emerging business models and technology.

Figure 4. Michigan's IT Strategy and Transformation Map



Integrating Themes

All principles enable or drive two or more of the goals, but three are fully cross-cutting, directly linking all six goals. Solutions are shared in all areas of IT responsibility, innovation is a standard and expectation for all activities and, without a high-performance workforce and workplace, the goals and strategies remain as unmet commitments. A fourth, agile management and infrastructure, is the rudder for the principles.

Agile Management

In order to actualize and implement a new, public sector business model and IT values in Michigan, an agile management must fully engage all of the principles described here. The targets under Goal Three (Appendix C) recognize the need to engage the changing values and direction of IT. Specifically, the following steps must be taken:

- Enhance the agility of technology management and infrastructure; balance the challenges of supporting or phasing-out outdated technologies with new opportunities; develop employee skills and competencies; maintain a diverse portfolio of projects to fulfill needs and tap into best practices wherever possible (2009 and Ongoing)
- Realign technology management with business process design; use of information and relationships with partners and customers to support a new, and more agile, IT decision-making; business processes, sourcing, infrastructure and service operational design (2010)
- Develop and adapt the business model, policies and principles around opportunities such as virtualization, modularization, Web and multiple service delivery options for infrastructure, information and applications (2010)

The Strategy and Transformation Map for IT Service and Government Transformation is both the last planning step and the first implementation step. These bridge principles and capabilities, in tandem, describe and enable the future of Michigan's IT. Strategies have been modified or added to better involve customers, enable and drive a high-performance workforce and workplace, create agile management processes, modernize solutions and technologies, better coordinate state agency and external sharing of services, make strategic use of information, establish innovation as a strategy and capability, and drive the transformation of services and government. Michigan's IT planning process and management will continue to anticipate the evolution of IT and further recognize that IT future is not just a technology future, it is also an information, business process and public value future.